



Gender pay gap report 2020

What is the gender pay gap?



The gender pay gap measures **the difference in the average hourly earnings of males and females** in the organisation. This is different from equal pay, which is the pay difference between males and females who do equal work.



All **jobs are evaluated using a recognised evaluation scheme** to make sure we **measure the value of every role** in a consistent way and **pay equally** for work of equal value.



As a company with 250 or more employees, **we're required under the Equality Act 2010 to display the gap** in salaries between males and females. We submit our data to the Government and it's also **available on our website**.



This report shows **the mean average and the median of data**. The mean average is calculated by totalling all salaries and dividing by the number of employees. The median is the middle salary from all employees' salaries.

This is Citizens Advice's **fourth annual gender pay gap report**, setting out our progress in reducing our gender pay gap. I confirm that the information and data provided in this report are accurate.

Gender identity

Gender identity is often assumed from the sex assigned at birth. However, gender is more complex than 'men' and 'women'. There are many people who don't always fit into these binary categories, for example non-binary or intersex people. We also recognise that a person's sex or gender does not always align with the sex and/or gender they were assigned at birth.

Following the current statutory requirements for gender pay gap reporting, gender must be reported in a binary way, identifying the pay gap between males and females. As a



result, our report doesn't differentiate pay data for staff with other gender identities, such as those who are non-binary, gender queer, intersex. The data we've used for the calculation comes from right to work documentation, for all our staff, which would normally be either a passport or birth certificate. We acknowledge this may not provide an accurate record for those who don't identify in the way they have been categorised in these documents. To ensure we felt confident with our decision to include all staff in the calculation, by way of comparison, we also calculated the pay gap without the pay data for our non-binary staff and both sets of data were comparable.

For the purpose of this report, we have used the terms 'sex', 'male' and 'female' when reporting on our data.



Our gender pay gap as of 5 April 2020

Summary of report

The Citizens Advice **median gender pay gap for 2020 is 15.9%, a decrease of 2.1 percentage points** from 2019. It's slightly above the national median of 15.5%.

Breakdown of employee groups

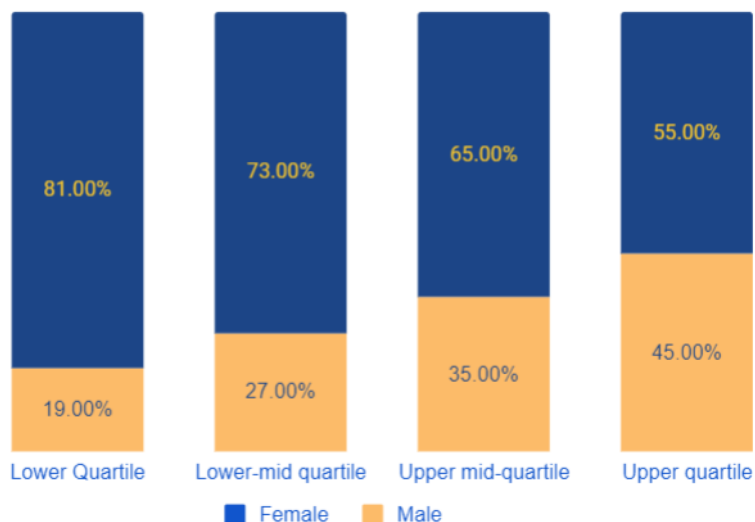


Our **overall workforce is 69% female to 31% male**. Our Witness Services, which makes up over 25% of our staff is **86% female and 14% male**. Almost all of these roles are operational, frontline delivery or administrative and are locally based across England and Wales.

Proportion of males and females in each pay quartile

The chart below shows the **distribution of our workforce across four pay quartiles**.

We are pleased to see that the proportion of female staff in both the upper mid quartile and upper quartile has increased by 1.4%, which is contributing to the decrease in our pay gap this year. However, we recognise that we need to continue to identify and address the barriers that limit female staff progressing their careers through internal and external recruitment, promotion and/or development.





Our gender pay gap journey

Comparing the results of the gender pay gap for the last 4 years, we can see a steady reduction in the pay gap which is encouraging but we recognise that there's more to be done. In our first report in 2017, we reported a mean and median gender pay gap of 23.9% and 17.5%, respectively. This has now decreased to **13.5% (mean) and 15.9% (median)**. Over this time, we have, through, our Trustee Board and Executive Committee, put in place a number of initiatives to address the gap, such as a progressive pay approach to our annual pay review in 2019 and 2020.

The table below the trend in reducing gender pay gap over the past 4 years.

Year of analysis	Mean pay gap	Median pay gap
Citizens Advice gender pay gap 2020	13.5%	15.9%
Citizens Advice gender pay gap 2019	16.8%	18%
Citizens Advice gender pay gap 2018	17.6%	22.1%
Citizens Advice gender pay gap 2017	17.5%	23.9%

What have we done over the past year to address the gender pay gap?

We've implemented a **progressive pay approach** to our pay review process over the last 2 years, which included reviewing our pay structure for our Witness Services. We believe that these actions have positively influenced the decrease in the gender pay gap for 2020.

We're pleased with the progress we're making in bringing more women into our technology and digital functions. Using **new ways of advertising and networking**, together with **targeted recruitment practices**, we have seen a year-on-year increase in the number of women joining our technology and digital teams. We now have a gender split of 45% women and 55% men in these teams, up from 61% men and 23% women 3 years ago. Our aim is to increase this to 50/50 over the next 2 years.



In March 2020, **Covid-19** presented a significant challenge for both the service we provide to our clients and for our staff. At the start of the pandemic, we immediately put in place an action plan to help support staff through the crisis. This included providing up to 4 weeks paid parental and carers leave, wellbeing support and resources, and flexible working provisions for all staff. We expect this has particularly supported women in our service, as they are disproportionately likely to bear more caring responsibilities.

What we're doing to address our gender pay gap

We are making positive progress in a number of ways:

Continue to invest in and prioritise our equity, diversity and inclusion (EDI) goals and evolve our approach.

Continuing to invest in and prioritise our EDI goals remains one of our key priorities. In 2020 we've expanded our EDI team, bringing a wealth of experience to Citizens Advice. We have developed our workplace diversity targets and the EDI team has organised and supported a wide range of events to raise awareness among our staff of EDI issues and how we can promote EDI in our workplace. We have also supported our Network Groups to increase their membership.

In 2020 we started working with an external learning partner to help develop our Advancing EDI Learning Programme, which we'll roll out to all staff in 2021. The programme will equip everyone with the knowledge and skills needed to embed EDI into our work - so that we can all play our part in advancing our EDI goals, and to ensure everyone helps to create an inclusive working environment that supports the recruitment and retention of marginalised groups.

Providing flexible working opportunities

We will continue to **provide resources and support** for all staff, both temporary and permanent, through these challenging times, including paid parental and carers leave, flexible working arrangements and wellbeing support.



Before Covid-19, we had already started work on our future of work strategy and this work has developed further during the 2020. We already offer a wide range of flexible working options but our future of work arrangements will provide for more remote working and greater flexibility. These arrangements should help remove barriers to progression that women and our working parents and carers may experience.

Inclusive recruitment and selection processes

In 2020 we completed an end-to-end review of our recruitment process to address any barriers and bias and make the process more equitable for applicants with protected characteristics. We continually monitor our advertising streams to ensure that we are using the most effective media to attract a diverse range of talent. We use evidence-based interviewing and situational questions in our interview process and we regularly use tasks at the interview stage.

In 2021, we will undertake a trial to include a task or presentation in all interviews to assess whether this increases the percentage of offers made to candidates from demographics we know can experience marginalisation, which includes women and particularly those returning from maternity leave. We are open about our approach to internal job moves and are taking steps to make our policies and processes more visible to all staff to encourage more internal movements.

Continuing to increase the number of women in our technology and digital roles

We have continued to make good progress in increasing the number of women in our Technology and Customer Journey teams. Using new ways of advertising and networking, together with targeted recruitment practices, the number of women in our technology and digital roles has increased from 23% to 45% since 2018.

Supporting and developing women for leadership roles

We need to ensure we use the talents we have in the organisation and remove the barriers to progress. In 2021/22 we will be starting a project to identify a leadership programme for our women leaders. Initially, this will focus on BAME women who we have identified, through our staff survey data, feel less likely to have opportunities for development and progression, and are less likely to be in senior roles. We will take an



intersectional approach to addressing our gender pay gap, as we know from a range of evidence that some groups of women experience bigger pay gaps.

A new performance management framework was co-designed with staff and managers during 2020 and will be launched in April 2021. The new approach focuses on discussion and action in the development of staff and offers an opportunity to reduce unconscious bias in performance development. This builds a foundation for us to further develop the knowledge of leaders and managers to support the ongoing development and progression of women at Citizens Advice.

In summary

I'm pleased to see that we have continued to narrow our pay gap but recognise there is more to do. Importantly, we must see the actions we take to address our gender pay gap as only one element of our wider equity, diversity, and inclusion work.

We believe that gender identity is broader than just 'men and women' and, although the regulations require us to report in this way, we recognise and welcome colleagues of all gender identities. We want to ensure we are as gender inclusive as possible, taking into account the current limitations of the statutory reporting process and will manage our reporting in a way that is consistent with our values.

Alistair Cromwell

Acting Chief Executive Officer

April 2021